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Revised proposal for the use of regular budget resources for the normative support functions of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)

Report of the Secretary-General

Summary

In its resolution 64/289, the General Assembly established a new entity, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), to provide enhanced United Nations support to national efforts in gender equality and the empowerment of women. In paragraph 76 of the resolution, the Assembly requested the Secretary-General to submit for its approval during the sixty-fifth session, a report containing a revised proposal for the use of regular budget resources approved for the biennium 2010-2011 for the normative support functions of the new Entity, in accordance with all relevant United Nations rules and procedures, including a detailed organizational chart of the Entity and options for administrative arrangements for its regular budget. The present report is submitted in response to that request. While the report also includes information on current and estimated future voluntary contributions to UN Women, a proposal for the use of voluntary resources for the support budget for the biennium 2010-2011, together with a revised draft strategic plan and organizational chart will be submitted in a separate report to the Executive Board established for UN Women. The General Assembly is requested to approve the proposals, contained in section III of the present report, including a new appropriation under section 37, UN Women, and the proposed modality of budget implementation.

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The establishment of UN Women is an historic opportunity, to increase the ability of the United Nations to support gender equality and women's empowerment, despite the difficult global financial situation. In recognition of the constraints, a proposal for a very modest increase in regular budget resources is submitted, to provide the minimum foundation necessary to establish UN Women and give the Entity the start-up capacity required, which in the future can be further developed.

The present proposal for the use of regular budget resources for 2011 was prepared as a mid-biennium budget revision. It therefore provides an initial framework of expected levels of total resources, programmes and an organization chart. These will be further developed under the leadership of the Under-Secretary-General of UN Women, and the proposed programme budget for 2012-2013 will reflect her strategic vision.

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I. Introduction

A. Background

1. The General Assembly, in resolution 64/289, established the United Nations Entity for Gender Equality and the Empowerment of Women, to be known as UN Women. Grounded in the vision of equality enshrined in the Charter of the United Nations, the mission of UN Women will be to work for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the centre of all its efforts, UN Women will lead and coordinate United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It will provide strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with national mechanisms for gender equality, civil society and other relevant actors.

2. In establishing UN Women, the General Assembly, inter alia, decided that:

(a) The mandate and functions of the Entity would consolidate the existing mandates and functions of the Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women of the Secretariat, the United Nations Development Fund for Women and the International Research and Training Institute for the Advancement of Women, with the additional role of leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and women's empowerment, and that any new mandates would be subject to approval by intergovernmental process;

(b) As a composite entity, UN Women would function as a secretariat and also carry out operational activities at the country level. The structure of the Entity as set out in the organization chart would reflect the universal coverage of the Entity. The Assembly established an Executive Board as the governing body of the Entity to provide intergovernmental support to and supervision of its operational activities;

(c) The resources required to service the normative intergovernmental processes would be funded from the regular budget and approved by the General Assembly; the resources required to service the operational intergovernmental processes and operational activities at all levels would be funded from voluntary contributions and approved by the Executive Board of the Entity;

(d) The Entity would be headed by an Under-Secretary-General, appointed by the Secretary-General, in consultation with Member States, for a term of four years, with the possibility of renewal for one term, in accordance with the relevant provisions of Article 101 of the Charter of the United Nations and the position was to be financed from the regular budget;

(e) A proposal for the use of voluntary resources for the support budget for the biennium 2010-2011, together with a revised draft strategic plan and the organization chart should be submitted in a separate report to the Executive Board.

3. Owing to time constraints, the present proposal for the use of regular budget resources for 2011 was prepared before the Under-Secretary-General of UN Women,

who was appointed by the Secretary-General on 14 September 2010, took up her post. It therefore provides initial budgetary and organizational frameworks which will be further developed under the leadership of the Under-Secretary-General and in line with her vision and strategic direction through forthcoming proposed strategic plans and programme budgets, and will be reflected in the programme budget proposals for 2012-2013.

B. Future plans and perspectives of UN Women

4. A major driving force behind the establishment of UN Women was the recognition by Member States with significant advocacy from civil society, of the gaps and challenges in the United Nations system's response to persistent gender discrimination. These gaps have been most acute in the areas of coordination and coherence, authority and positioning, accountability, and human and financial resources (see A/64/588). With the establishment of UN Women, Member States have demonstrated their commitment to address these gaps and challenges. It bears noting that national mechanisms for gender equality in all parts of the world encounter constraints in their human and financial resources, and weaknesses and gaps in authority and positioning similar to those of the gender-specific offices of the United Nations (see E/CN.6/2010/2).

5. An immediate priority for the Under-Secretary-General and head of UN Women is to oversee the transitional arrangements to ensure that they proceed in a smooth and expeditious manner. This includes the consolidation and modification of the institutional and administrative arrangements of the four entities to support the effective integration of all their mandates and functions, as well as of the additional role provided by the General Assembly in resolution 64/289, into one coherent and effective new organizational framework. This new structure should encourage innovative work and enable a significant enhancement and expansion of assistance to Member States at the national level. The professionalism and commitment of its staff is essential for the success of UN Women. All staffing issues that may arise during the transition will be addressed in accordance with United Nations Staff Regulations and Rules.

6. A further critical step in the operationalization of UN Women will be the consideration by the Executive Board of UN Women, of a revised draft strategic plan which will specify in greater detail the use of voluntary resources for the support budget for the biennium 2010-2011. As indicated in the Secretary-General's comprehensive proposal for the composite entity for gender equality and the empowerment of women (A/64/588), the annual funding requirements for the start-up phase of UN Women are approximately $500 million.[1] The present report provides information on the expected levels of total resources estimated for 2011 at $500,939,900 (see table 2 below).

7. UN Women funding from the regular budget (assessed contribution) will be about 1.4 per cent of its total 2011 resources. These resources are, however, pivotal to the Entity's overall effectiveness and functioning. This funding will ensure

[1] See the breakdown provided in para. 47 and in the annex to A/64/588: $127 million for basic capacity and programme funding at the country, regional and Headquarters levels, for both normative and operational support, with about $7 million for the Headquarters normative support function.

consistent and high-quality substantive support for the normative intergovernmental processes, and are critical for ensuring coherence between the normative guidance generated by intergovernmental bodies and effective follow-up and assistance to national partners at the country level. They will also ensure that lessons learned and good practices from the national level effectively inform the global policymaking processes.

8. The establishment of UN Women is a bold move to strengthen United Nations system-wide capacity to meet the challenges of the twenty-first century, including the increasing demand for United Nations system support to countries to advance gender equality and women's empowerment. Effectively combining the functions and assets of the four entities in a new structure facilitates coordination and coherence. Moreover, it allows for economies of scale, and will be generating enhanced capacity. However, during consultations prior to the adoption of resolution 64/289, there was widespread recognition that the Entity required significant net increases in human and financial resources in order to deliver on the mandates entrusted to it and live up to stakeholders' expectations for change. A robust resource base for UN Women will increase opportunities for Member States and the United Nations system to move forward expeditiously to close gender-equality gaps.

9. UN Women's future strategy will bring together the normative support, advocacy, coordination, operational and capacity development, training and research functions to ensure an even greater impact from United Nations support in these areas. It will build strong interrelations and synergies among its functions to ensure that the work programme is delivered in a coherent, integrated and results-oriented manner. Hallmarks of the future strategy will be an emphasis on expanding support to Member States at the national level, in line with national priorities; strengthening coherence between the normative support provided to global intergovernmental processes and the technical and thematic advice provided to national partners at the country level; and providing leadership, strengthening coordination and promoting accountability on gender equality and women's empowerment and support to gender mainstreaming across the United Nations system.

C. Options for administrative arrangements under the regular budget

10. In paragraph 76 of its resolution 64/286, the General Assembly requested the Secretary-General to present options for administrative arrangements for the regular budget of UN Women.

11. As a consequence of General Assembly resolution 64/289, UN Women is to be financed from two sources of funding, namely, the regular budget of the United Nations to service the normative intergovernmental processes; and voluntary contributions for operational activities. As indicated in paragraph 7 above, the total funding from the regular budget in 2011 will constitute approximately 1.4 per cent of the UN Women overall budget. This share is expected to further decrease with the projected increase in voluntary contributions.

12. In accordance with the provisions of General Assembly resolution 64/289, UN Women will have financial regulations and rules similar to those of other operational United Nations funds and programmes and consistent with the Financial Regulations and Rules of the United Nations (ST/SGB/2003/7). The Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget,

the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8) will continue to govern the preparation of the proposed programme budget part of the Entity, financed from the regular budget of the United Nations, preceded by the preparation of the respective biennial programme plan, which will be submitted for the consideration of the Committee for Programme and Coordination in the context of the United Nations Secretariat's strategic framework for the respective planning period, as appropriate. The Under-Secretary-General/head of UN Women is to present a proposal for financial regulations, for consideration and adoption by the Executive Board, and to promulgate the financial rules. The Under-Secretary-General/head of the Entity will appoint and administer the staff of the Entity, including for its operational activities, in accordance with the Staff Regulations and Rules of the United Nations upon delegation of formal authority in personnel matters to the Under-Secretary-General/head of the Entity by the Secretary-General.

13. The aim of the organizational structure of UN Women is to create an Entity that will effectively serve its stakeholders, characterized by consistency, coordination and coherence between the normative and operational aspects of the work of UN Women. The administrative, operational and programme support arrangements of UN Women should be designed to support this work in an efficient manner that adheres to good management, accounting and reporting practices.

14. Post and non-post resource requirements funded from the regular budget would continue to be subject to the same detailed budgetary processes, as was the case under section 9, Economic and social affairs of the programme budget for the biennium 2010-2011 (that is, the former Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women of the Secretariat). These two units were formerly administered as part of section 9, for which the Department of Economic and Social Affairs was responsible and which it continues to support during the transition period. The system used for the management of financial and human resources by the Secretariat is the Integrated Management Information System (IMIS), which addresses the procedures and processes specific to the United Nations Secretariat.

15. The systems currently used by the other two parts of UN Women are Quick Books (which is a very basic home accounting system) and Atlas. The latter is an integrated enterprise resource planning system in which the processes to plan and manage posts and funds are fully intertwined. They are also combined with supporting functions such as travel, procurement, and report generation. While Atlas is designed for the implementation of the financial regulations and rules currently used by United Nations funds and programmes and its human resources functions are based on the United Nations Staff Rules and Regulations, the system reflects the procedures for implementing those rules and regulations in ways that have been designed to support decentralized operational activities in multiple remote locations, in addition to providing Headquarters programme support. Atlas allows for both centralized and decentralized decision-making. It has been designed to support operational partnerships with Governments and other national/international partners, while building in United Nations standards of safeguards and accountability. Atlas supports the use of the financial procedures that are additional to those used by the United Nations Secretariat, and which are essential for decentralized operations centred around supporting national partners. While Atlas supports, in general, the use of United Nations Secretariat financial and human resources rules and

regulations, it does not support the administrative events, processes and procedures, which were specifically designed for IMIS.

16. As at least 98.6 per cent of the funding of UN Women will be supporting operational activities in many countries, the enterprise resource planning system for the management of financial and human resources should be designed to effectively support such decentralized operational activities.

17. It is expected that UN Women could report separately on the regular budget funds, while administering those funds through the use of Atlas, including payroll, post management, and human resources management, thus ensuring full monitoring of regular budget resources. However, if the full regular budget processes, especially its implementation phase, were to be maintained, UN Women would have to maintain two separate enterprise resource planning systems: Atlas, and IMIS, in order to administer the posts funded by the regular budget. Implementing two different sets of procedures would create significant additional workload, and in particular:

(a) Maintenance of separate budget and expenditure records to isolate transactions for the regular budget from other UN Women funds;

(b) Maintenance of a separate staffing table for posts funded under the regular budget;

(c) Monthly reporting to the United Nations Secretariat on any changes to each regular budget post and on vacant posts;

(d) Reconciliation of transactions incurred under the regular budget between the amounts recorded in the United Nations financial statements and the amounts reported in various UN Women reports;

(e) Extensive explanation to the Executive Board regarding the costs incurred for the posts funded from the regular budget to reconcile the amounts reported in the United Nations financial statements and in the UN Women annual programme budget document.[2]

18. Consequently, possible administrative arrangements for UN Women can be summarized as follows and are submitted for the consideration of the General Assembly:

Option 1. Integrated administration of all resources and the use of a grant modality for implementation of the regular budget resources

19. A unified system that allows for the integrated administration of all resources, based on the use of the grant modality to assign the post and non-post costs as approved by the General Assembly to UN Women. This modality has been endorsed by the General Assembly for a number of years for implementation of the budgets of the Office of the United Nations High Commissioner for Refugees (UNHCR). Use of the grant modality would maintain the use of the normal budget review and approval processes, as well as the normal reporting processes, thus maintaining the Assembly's control of posts and non-post resources from the regular budget.

[2] This expectation is based on the findings in the review of the grant modality arrangement of the Office of the United Nations High Commissioner for Refugees (A/63/537).

20. More specifically, preparation of the biennial programme plan for the Entity's programme of work will continue to be governed by the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation and will be submitted to the Committee for Programme and Coordination in the context of the United Nations Secretariat's strategic framework for the respective planning period. Subsequently, the Secretary-General would submit to the General Assembly, through the Advisory Committee on Administrative and Budgetary Questions, his or her programme budget proposals for the new budget section, prepared in accordance with the Financial Regulations and Rules of the United Nations and the existing budgetary methodology. In this regard, he would make provisions for the respective regular budget resources in a separate section of the biennial programme budget, which would contain reference to the other costs of the Entity, which would be met from extrabudgetary resources. Revised and supplementary budget proposals, resulting from decisions of the Commission on the Status of Women, the Economic and Social Council and the General Assembly, would be submitted in accordance with the same established procedure.

21. After approval by the General Assembly of the biennial budget, the financial resources from the regular budget would be provided to UN Women in the form of a grant. The grant would be administered and disbursed by the new Entity in accordance with its own financial regulations and rules, using its own enterprise resource planning system. Financial statements, reporting to the General Assembly on the use of the grant and related accounts to the Board of Auditors would be submitted in accordance with the standard formats, rules and procedures applicable to the regular budget of the United Nations.

Option 2. Two separate administrative systems, one for the regular budget and one for voluntary contributions

22. The regular budget appropriations would be prepared as a separate budget section, based on a separate strategic framework, in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation; and the Financial Regulations and Rules of the United Nations and approved by the General Assembly. These resources would be disbursed in accordance with the financial procedures of the United Nations Secretariat.

23. As UN Women would not be in a position to administer two financial systems, an appropriate United Nations Secretariat office would need to be designated to administer the funds on UN Women's behalf. One option in this regard is that the administration of that budget section would continue to be carried out by the Department of Economic and Social Affairs. As a result, the Department would prepare the strategic framework and proposed programme budget for a new section and administer, disburse and report on the regular budget funds in accordance with the Financial Regulations and Rules of the United Nations similar to its current handling of subprogramme 2, Gender issues and advancement of women, of section 9, Economic and social affairs.

24. However, such an arrangement would effectively reverse the Assembly's decision of creating a composite entity to function as a secretariat and also to carry out operational activities at the country level in order to ensure coherence between the normative support and operational activities. It would maintain the status quo with two parallel entities with separate strategic frameworks and separate

administrative, financial and human resources procedures and different categories of staff, rather than a single Entity with a clear identity and a strong esprit de corps. Such dual arrangements would not contribute to effective and efficient use of existing resources, would undermine reporting and accountability requirements and create duplication in administrative, operating and technical support.

25. The General Assembly may therefore wish to approve the use of the grant arrangement pertaining to the regular budget portion of UN Women (option 1). Should the Assembly so decide, the United Nations Secretariat would commence the necessary work to migrate all relevant administrative processes from the Secretariat to UN Women, in a seamless and non-disruptive manner.

D. Reduction of the initial 2010-2011 appropriation approved in General Assembly resolution 64/244 A for section 9, Economic and social affairs

26. In its resolution 64/244 A, the General Assembly approved the 2010-2011 initial appropriation for section 9, Economic and social affairs in the amount of $166,217,100. In its resolution 64/289, the Assembly approved specific arrangements for the creation of the new composite gender entity, UN Women as of 1 January 2011, which involves a transfer of the 2011 regular budget appropriation of subprogramme 2, Gender issues and advancement of women from section 9 to a new budget section. In order to create a new regular budget section to finance the normative and analytical activities of UN Women, it is necessary to reduce the initial appropriation under section 9, Economic and social affairs, in the amount of $6,615,700, representing the appropriation for: (a) the 2011 meetings of the Commission of the Status of Women ($115,800); (b) the 2011 resources for subprogramme 2, Gender issues and advancement of women ($6,346,900); and (c) proportional share of resources under programme support related to backstopping activities of subprogramme 2, Gender issues and advancement of women of section 9 of the programme budget for the biennium 2010-2011 ($153,000). As a result, the revised 2010-2011 appropriation for section 9, Economic and social affairs, would amount to $159,601,400 (at current rates).

27. The respective amount of $6,615,700 would be transferred to a new budget section 37, UN Women, and the additional appropriation of $367,800, representing the 2011 costs of the establishment of three new posts (1 USG, 1 D-2 and 1 General Service (Other level)) would also be required, bringing the total proposed 2011 appropriation under section 37 to $6,983,500. Details of the proposed new section are provided in part II of the present report.

28. It is recalled that, under the procedures established by the General Assembly in its resolutions 41/213 and 42/211, a contingency fund is established for each biennium to accommodate additional expenditure derived from legislative mandates not provided for in the programme budget. It is proposed that the additional appropriation of $367,800, representing the 2011 costs of the establishment of three new posts (1 USG, 1 D-2 and 1 General Service (Other level)), represent a charge against the contingency fund.

29. Further, an amount of $62,300 under section 36, Staff assessment, would be offset by an equivalent amount under section 1, Income from staff assessment.

30. The 2011 share of extrabudgetary resources under subprogramme 2, Gender issues and advancement of women of section 9 in the amount of $1,322,200 would

be also transferred to the new section 37 as well as the estimated 2011 part of resources of the International Research and Training Institute for the Advancement of Women (INSTRAW) and the United Nations Development Fund for Women (UNIFEM) in the amount of $132,768,000.

31. Tables 1 and 2 below present the details of the proposed reduction under section 9 and the increase under new section 37 of the programme budget for the biennium 2010-2011.

Table 1
Section 9, Economic and social affairs

(1) Regular budget

	Initial appropriation 2010-2011	*Change*	*Revised estimate 2010-2011*
A. Policymaking organs	2 611.5	(115.8)	2 495.7
B. Executive direction and management	6 661.7	—	6 661.7
C. Programme of work	145 109.6	(6 346.9)	138 762.7
D. Programme support	11 834.3	(153.0)	11 681.3
Total	**166 217.1**	**(6 615.7)**	**159 601.4**

(2) Extrabudgetary

	Initial estimate 2010-2011	*Change*	*Revised estimate 2010-2011*
A. Policymaking organs	—	—	—
B. Executive direction and management	—	—	—
C. Programme of work	48 572.6	(1 322.2)	47 250.4
D. Programme support	85 356.4	—	85 356.4
Total	**133 929.0**	**(1 322.2)**	**132 606.8**
Total (1) and (2)	**300 146.1**	**(7 937.9)**	**292 208.2**

Table 2
Section 37, UN Women

(1) Regular budget

	Initial estimate 2011	*Change*	*Revised estimate 2011*
A. Policymaking organs	115.8	—	115.8
B. Executive direction and management	—	645.1	645.1
C. Programme of work	6 346.9	(277.3)	6 069.6
D. Programme support	153.0	—	153.0
Total	**6 615.7**	**367.8**	**6 983.5**

(2) Extrabudgetary

	Initial estimate 2011	*Change*	*Revised estimate 2011*
A. Policymaking organs	—	—	—
B. Executive direction and management	—	771.9	771.9
C. Programme of work	121 690.5	357 799.8	479 490.3
D. Programme support	12 399.6	1 294.6	13 694.2
Total	**134 090.1**	**359 866.3**	**493 956.4**
Total (1) and (2)	**140 705.8**	**360 234.1**	**500 939.9**

II. Section 37, UN Women

32. The proposed new section of the programme budget for the biennium 2010-2011 is presented below in the established fascicle format.

A. Overview

Table 37.1 **Estimates of expenditure (regular budget)**

Initial appropriation 2011 (deployed from section 9, Economic and social affairs)	$6 615 700[a]
Growth	$367 800
Revised appropriation for 2010-2011	$6 983 500

[a] At 2010-2011 rates.

Table 37.2 **Proposed staffing resources (regular budget)**

Posts	*Number*	*Level*
Regular budget		
Inward redeployment of posts for 2011 from section 9, Economic and social affairs	42	1 ASG, 1 D-2, 3 D-1, 6 P-5, 7 P-4, 5 P-3, 5 P-2/1, 14 GS (OL)
New posts	3	1 USG, 1 D-2 and 1 GS (OL)
Proposed (revised) posts for the biennium 2010-2011	45	1 USG, 1 ASG, 2 D-2, 3 D-1, 6 P-5, 7 P-4, 5 P-3, 5 P-2/1, 15 GS (OL)

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS, General Service; OL, Other level.

37.1 UN Women consolidates the mandates and functions of the Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women of the Secretariat, whose mandates and functions are reflected in programme 7, Economic and social affairs, subprogramme 2, Gender issues and advancement of women, of the strategic framework for the period 2010-2011 (see A/63/6/Rev.1); and in section 9, Economic and social affairs,

subprogramme 2, Gender equality and advancement of women, of the programme budget for the biennium 2010-2011 (see A/64/6 (Sect.9)); as well as those of INSTRAW which has been guided by a strategic framework for the period 2008-2011 and workplan and operational budget for 2010, approved by its Executive Board at its second resumed fourth session held on 1 October 2007; and of UNIFEM the work of which is guided by the UNIFEM strategic plan 2008-2011, approved in decision 2007/35 of the Executive Board of UNDP/United Nations Population Fund (UNFPA) and extended until 2013 by decision 2009/13, and the biennial support budget 2010-2011 approved under decision 2010/6 of the UNDP/UNFPA Executive Board.

37.2 UN Women's organizational structure, as reflected in its initial organization chart and the pillars of its work programme, is designed to enhance capacity to respond to the request of Member States for support to promote gender equality and the empowerment of women and to address the gaps and challenges that have hindered past efforts of the United Nations system. The structure will also strengthen coherence between the normative guidance provided by intergovernmental bodies and operational support provided to national partners, as well as coordination on gender equality, women's empowerment and gender mainstreaming within the United Nations system itself. The pillars of the work programme of UN Women are set out below.

Intergovernmental support, United Nations system coordination and strategic partnerships: In this area of work, UN Women provides substantive support to the General Assembly, the Economic and Social Council, the Commission on the Status of Women, the Executive Board and other relevant intergovernmental bodies; leads and supports United Nations system-wide coordination and mainstreaming of gender perspectives in all areas of work; undertakes public outreach and advocacy; builds and strengthens strategic partnerships with a broad range of stakeholders to achieve a robust resource base for UN Women; and engages in consultations with and facilitates the participation of civil society in relevant processes.

Policy and programme activities: In this area of work, UN Women offers technical and thematic advice; undertakes research, policy and data analysis on gender equality and empowerment of women issues, including new and emerging issues, and knowledge management and sharing; provides advocacy support, training and capacity development to Member States to advance implementation of commitments to achieve gender equality and empowerment of women in line with their national priorities; provides leadership, technical expertise and coordination support to United Nations country teams and United Nations regional directors' teams; provides technical and programmatic support through regional and country offices to Member States; oversees and supports UN Women's national, regional and global programmes, including country-level coordination, and oversees regional and country-level teams through five regional divisions (Africa, Asia-Pacific, Arab States, Europe and Commonwealth of Independent States (CIS), and Americas and the Caribbean).

37.3 These two areas of work will be closely linked so as to ensure the effective integration of normative support, operational, training and capacity development functions. Programme support to the whole Entity will be provided by a Management and Administration Division.

37.4 The General Assembly has decided that the new position of Under-Secretary-General for UN Women will be funded from the regular budget. In addition, reflecting the anticipated growth in voluntary funding, the senior management team of UN Women would include 2 Assistant Secretary-General positions and 11 D-2 positions. The Assistant Secretary-General for Intergovernmental Support and Strategic Partnerships, funded from the regular budget, assists the Under-Secretary-General by providing substantive support to the General Assembly, the Economic and Social Council, the Commission on the Status of Women and other relevant intergovernmental bodies; promoting United Nations system-wide coordination and mainstreaming of gender perspectives in all areas of work; building and strengthening strategic partnerships with a broad range of stakeholders and achieving a robust resource base for UN Women; and engaging in consultations with and facilitating the participation of civil society in relevant processes. The Assistant Secretary-General for Policy and Programmes, funded from voluntary contributions, assists the Under-Secretary-General by overseeing the analytical, policy, programme and operational activities of UN Women; providing oversight and direction to the policy, programme and regional divisions. The two Assistant Secretaries-General will assist the Under-Secretary-General in ensuring the effective link between the operational and normative support work of UN Women.

37.5 While 42 posts (28 Professional category and above and 14 General Service) would continue to be provided from the regular budget, as was the case in the approved programme budget for the biennium 2010-2011 under subprogramme 2 of section 9, Economic and social affairs (to be redeployed to section 37, UN Women), it is proposed that 2 new posts (1 D-2 and 1 General Service (Other level)) be established, starting from 1 January 2011. Table 37.5 (post requirements) presents the post requirements for UN Women, indicating an increase of 3 posts funded from the regular budget (1 USG, 1 D-2 and 1 General Service (Other level)), from 42 in 2010 to 45 in 2011.

37.6 Every effort has been made to meet the staffing needs of UN Women by using the posts of the four entities being consolidated, and by streamlining the organizational arrangements to maximize efficiencies. However, given the continuation of all mandates and functions, the call by Member States for significant increases in efforts in some of these areas (especially regarding country-level support), and the addition of the new functional area of leading and coordinating gender mainstreaming across the United Nations system, significant gaps in capacity will have to be addressed if UN Women is to meet the very high expectation of Member States. Given the very tight financial situation, it is recognized that these gaps will have to be filled largely from voluntary funding. One critical capacity gap is in the new Office of the Under-Secretary-General. In addition to the establishment of three new posts (1 USG, 1 D-2 and 1 General Service (Other level)) financed from the regular budget, two existing regular budget posts (1 P-5 and 1 General Service (Other level)) are proposed for reallocation to that Office, together with three posts (1 P-4 and 2 General Service (Other level)) financed from existing extrabudgetary resources. In 2011, all additional senior management UN Women positions would be funded from extrabudgetary resources, and further details on these positions will be submitted for consideration and approval by the Executive Board of UN Women.

37.7 A functional analysis of the capacities of the four previous entities, together with the assessment of the new role assigned to UN Women by the General

Assembly, points mainly to gaps in the capacity of UN Women at the regional and country level. Gaps also exist in the areas of leading United Nations system coordination on gender equality and the empowerment of women and gender mainstreaming at all levels. Projected increases in extrabudgetary resources will thus focus on expanding capacity in those areas.

37.8 In anticipation of the growth in voluntary funding, the related extrabudgetary post requirements indicate an increase from 94 posts (49 Professional and above and 44 General Service) to 368 (183 Professional and above, 36 General Service and 149 other categories) in 2011. This projected increase will be fully funded from extrabudgetary resources and new posts will be created only when the necessary resources are available. The submission for the use of voluntary contributed resources will include a full explanation and justification for increases in posts to be funded from those resources, and will be presented to the Executive Board for its approval. That submission will be based on the projections for capacity required to manage a minimum of US$ 500 million in extrabudgetary resources by the end of 2011 (see table 37.3).

37.9 The overall regular budget resources required for the second year of the biennium 2010-2011 for the new Entity amount to $6,983,500, reflecting an increase of $367,800 or (5.5 per cent) in comparison with the 2011 initial appropriation of $6,615,700, which included resources budgeted for the Commission on the Status of Women ($115,800), for subprogramme 2, Gender issues and advancement of women, which will be fully transferred to the new Entity, and a proportional part of non-post programme support resources ($153,000) of section 9, Economic and social affairs, of the proposed programme budget for the biennium 2010-2011. The distribution of resources shown in table 37.3 below can be summarized as follows:

(a) A provision of $115,800 under policymaking organs, representing the continuation of the 2011 provision, approved for travel of representatives to the 2011 session of the Commission on the Status of Women;

(b) A provision of $645,100 under executive direction and management, including: (i) the amount of $277,300 resulting from placement of the two existing posts (1 P-5 and 1 General Service (Other level)) out of the total of 42 posts transferred from subprogramme 2 of section 9 to the Office of the Under-Secretary-General; and (ii) the new provision of $367,800 resulting from the establishment in 2011 of the new Under-Secretary-General post, approved by the General Assembly in its resolutions 64/289 and 63/311, one new D-2 post for the Chief of Staff and General Service (Other Level) post;

(c) A provision of $2,294,700 under subprogramme 1, Intergovernmental support and strategic partnerships, provides for 15 posts (9 Professional and above and 6 General Service) and related non-post resources, representing a decrease of $4,052,200 in comparison with the level of 2011 resources of subprogramme 2, Gender issues and advancement of women, of section 9, which results from the placement of 2 posts (1 P-5 and 1 General Service (Other level)) to Executive direction and management; and of 25 posts (18 Professional and 7 General Service) and the related non-posts resources to subprogramme 2, Policy and programme activities, of new section 37, UN Women, respectively, out of the total of 42 posts transferred from subprogramme 2 of section 9;

(d) A provision of $3,774,900 under subprogramme 2, Policy and programme activities, represents the placement of 25 posts (18 Professional and 7 General

Service) and the related non-posts resources to that subprogramme as a result of a new distribution of the 2011 post and non-post resources transferred to this new section 37 from subprogramme 2, Gender issues and advancement of women, of section 9, Economic and social affairs, of the proposed programme budget for the biennium 2010-2011;

(e) A provision of $153,000, representing a transfer of the proportional share of the related 2011 provision for non-post contractual and general operating resources from programme support of section 9, Economic and social affairs, to programme support of the new section 37, provides for servicing and support of office automation equipment, communications and miscellaneous services with regard to the 42 regular budget posts.

Table 37.3 **Summary of resource requirements by component (regular budget and extrabudgetary)**

(Thousands of United States dollars)

(1) Regular budget

Section 9, Economic and social affairs	*Initial appropriation 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimate 2010-2011*
A. Policymaking organs					
Commission on the Status of Women	230.3	114.5	115.8	(115.8)	114.5
Executive Board	—	—	—	—	—
B. Executive direction and management	—	—	—	—	—
C. Programme of work					
Subprogramme 2	12 667.6	6 320.7	6 346.9	(6 346.9)	6 320.7
D. Programme support	305.5	152.5	153.0	(153.0)	152.5
Total	**13 203.4**	**6 587.5**	**6 615.7**	**(6 615.7)**	**6 587.7**

Section 37, UN Women	*Initial appropriation 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimate 2011*
A. Policymaking organs					
Commission on the Status of Women	—	—	115.8	—	115.8
Executive Board	—	—	—	—	—
B. Executive direction and management	—	—	—	645.1	645.1
C. Programme of work					
Subprogramme 1	—	—	6 346.9	(4 052.2)	2 294.7
Subprogramme 2	—	—	—	3 774.9	3 774.9
D. Programme support	—	—	153.0	—	153.0
Subtotal	**—**	**—**	**6 615.7**	**367.8**	**6 983.5**

(2) Extrabudgetary

Section 37, UN Women	*Initial estimate 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimate 2010-2011*
(a) Services in support of:					
(i) United Nations organizations	—			—	—
(ii) Extrabudgetary activities	162.9	81.5	81.4	—	81.4
(b) Substantive activities					
(i) Trust Fund for the Implementation of the Beijing Declaration and Platform for Action	1 981.4	990.7	990.7	—	990.7
(ii) INSTRAW core budget	2 116.0	1 058.0	1 058.0	(1 058.0)	—
(c) Operational projects					
(i) UNIFEM operational activities[a]	258 067.3	129 370.2	128 697.1	363 937.2	492 634.3
(ii) INSTRAW technical cooperation projects	6 025.7	3 012.8	3 012.9	(3 012.9)	—
(iii) Department of Economic and Social Affairs Technical Cooperation trust funds	500.0	250.0	250.0	—	250.0
Subtotal	**268 853.3**	**134 763.2**	**134 090.1**	**359 866.3**	**493 956.4**
Total (1) and (2)	**268 853.4**	**134 763.2**	**140 705.8**	**360 234.1**	**500 939.9**

[a] Shows the UNIFEM resources in the second column and the new Entity's resources in the fourth column.

Table 37.4 **Summary of resource requirements (regular budget and extrabudgetary) by object of expenditure**

(Thousands of United States dollars)

(1) Regular budget

Object of expenditure	*Initial appropriation 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimate 2011*
1	*2*	*3*	*4*	*5*	*6=4+5*
Posts	—	—	5 978.1	367.8	6 345.9
Other staff costs	—	—	18.8	—	18.8
Consultants and experts	—	—	216.7	—	216.7
Travel of representatives	—	—	115.8	—	115.8
Travel of staff	—	—	57.7	—	57.7
Contractual services	—	—	144.7	—	144.7
General operating expenses	—	—	39.5	—	39.5
Hospitality	—	—	1.1	—	1.1
Supplies and materials	—	—	10.7	—	10.7
Furniture and equipment	—	—	32.6	—	32.6
Subtotal	**—**	**—**	**6 615.7**	**367.8**	**6 983.5**

(2) Extrabudgetary

Object of expenditure	*Initial estimate 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimate 2011*
1	*2*	*3*	*4*	*5*	*6=4+5*
Posts	33 580.7	17 126.9	16 453.9	41 223.6	57 677.5
Other staff costs	2 151.4	1 075.7	1 075.7	(442.6)	633.1
Consultants and experts	5 153.4	2 576.7	2 576.7	(802.1)	1 774.6
Travel of staff	601.2	300.6	300.6	400.3	700.9
Contractual services	2 301.2	1 150.6	1 150.6	276.1	1 426.7
General operating expenses	5 495.7	2 747.9	2 747.9	6 753.6	9 501.5
Hospitality	—	—	—	2.5	2.5
Supplies and materials	157.3	78.7	78.7	99.6	178.3
Furniture and equipment	669.9	335.0	335.0	109.7	444.7
After-service insurance	—	—	—	8 601.6	8 601.6
Contributions	1 535.6	767.8	767.7	3 482.8	4 250.5
Programmes and other	217 207.0	108 603.5	108 603.5	300 161.2	408 764.7
Subtotal	**268 853.4**	**134 763.2**	**134 090.1**	**359 866.3**	**493 956.4**
Total (1) and (2)	**268 853.4**	**134 763.2**	**140 705.8**	**360 234.1**	**500 939.9**

Table 37.5 **Total post requirements (regular budget and extrabudgetary) under section 37, UN Women**

	Established regular budget posts		*Temporary extrabudgetary posts*		*Total*	
Category	*Initial distribution 2011*	*Revised estimate 2011*	*Initial distribution 2011*	*Revised estimate 2011*	*Initial distribution 2011*	*Revised estimate 2011*
Professional and above						
USG	—	1	—	—	—	1
ASG	1	1	—	1	1	2
D-2	1	2	2	9	3	11
D-1	3	3	6	29	9	32
P-5	6	6	18	109	24	115
P-4	7	7	8	11	15	18
P-3	5	5	11	20	16	25
P-2/1	5	5	4	4	9	9
Subtotal	**28**	**30**	**49**	**183**	**77**	**213**
General Service						
Principal level	—	—	8	9	8	9
Other level	14	15	15	27	29	42
Subtotal	**14**	**15**	**23**	**36**	**37**	**51**

Category	*Established regular budget posts*		*Temporary extrabudgetary posts*		*Total*	
	Initial distribution 2011	*Revised estimate 2011*	*Initial distribution 2011*	*Revised estimate 2011*	*Initial distribution 2011*	*Revised estimate 2011*
Other categories						
Local level	—	—	16	112	16	112
National officer	—	—	6	37	6	37
Subtotal	**—**	**—**	**22**	**149**	**22**	**149**
Total	**42**	**45**	**94**	**368**	**136**	**413**

B. Policymaking organs

37.10 Provision is made for requirements related to the Commission on the Status of Women and the Executive Board, the substantive servicing of which is the responsibility of UN Women.

Commission on the Status of Women

Resource requirements: $115,800

37.11 The Commission on the Status of Women was established as a functional commission of the Economic and Social Council by Council resolution 11 (II). The original membership of 15 representatives of Member States was increased to 18 in 1951, to 21 in 1961 and to 32 in 1966. By its resolution 1989/45, the Council decided to enlarge the membership in 1990 to 45 representatives elected by the Council for a period of four years. The Commission reports to the Council on matters concerning the promotion of women's rights in the political, economic, social and educational fields and makes recommendations to the Council on problems requiring immediate attention in the field of women's rights. It meets annually in New York for 10 working days. The fifty-fourth and fifty-fifth sessions of the Commission on the Status of Women are scheduled to be held in 2010 and 2011, respectively.

37.12 The Commission has a central role within the United Nations system in the monitoring of the implementation of the Beijing Declaration and Platform for Action and in advising the Council thereon. In its resolution 1996/6, the Council gave the Commission a catalytic role in mainstreaming gender perspectives in policies and programmes and confirmed its existing mandates. In its resolution 2006/9, the Council decided that the Commission would consider one priority theme at each session for the period 2007-2009, based on the Beijing Platform for Action and the outcome of the twenty-third special session of the General Assembly. The Commission would hold an interactive high-level round table in parallel chambers, two interactive expert panels on the priority theme of each session, as well as a panel on an emerging issue, a panel on the priority theme of the subsequent session, and an interactive dialogue to review a theme from an earlier session. Under Council resolutions 76 (V), 3041 (XI) and 1983/27, the Secretary-General is

mandated to prepare lists of confidential and non-confidential communications on the status of women for submission to the Commission on the Status of Women.

Table 37.6 **Requirements of the Commission on the Status of Women**

(Thousands of United States dollars)

(1) Regular budget

Object of expenditure	*Initial appropriation 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimate 2011*
1	*2*	*3*	*4*	*5*	*6=4+5*
Travel of representatives	—	—	115.8	—	115.8
Total	**—**	**—**	**115.8**	**—**	**115.8**

Resource requirements

37.13 The provision of $115,800 is required for the travel of 45 members to the 2011 annual session of the Commission on the Status of Women in accordance with General Assembly resolutions 1798 (XVII), 2128 (XX) and 2245 (XXI).

Executive Board

Resource requirements

37.14 In accordance with paragraph 50 of General Assembly resolution 64/289, an Executive Board was established to oversee the operational activities of UN Women. The Executive Board carries out functions as outlined in annex I to General Assembly resolution 48/162 of 20 December 1993, taking into account the provisions of resolution 64/289.

37.15 The Executive Board is composed of 41 members elected by the Economic and Social Council for a term of three years, in accordance with established practice. The Board meets in New York and reports annually on its programme and activities to the General Assembly, through the Economic and Social Council at its substantive session. The activities of the Board are fully financed from extrabudgetary resources.

37.16 To support the meetings of the Executive Board, an estimated $20,000 from extrabudgetary funds will be paid to the United Nations Secretariat through the United Nations Development Programme for conference services, on a cost-sharing basis from the extrabudgetary provision to be approved in the context of the voluntarily funded budget of the entity by the first session of the Executive Board.

C. Executive direction and management

Resource requirements: regular budget, $645,100; extrabudgetary, $771,900

37.17 The Under-Secretary-General for UN Women, who is appointed by the Secretary-General, in consultation with Member States, for a term of four years, with the possibility of renewal for one term, is responsible for the overall direction and management of the Entity in the implementation of its mandates and approved programme of work/strategic plan. She provides policy advice to the Secretary-

General and Deputy Secretary-General on all issues pertaining to the promotion of gender equality and women's empowerment. The Under-Secretary-General participates in the work of the United Nations System Chief Executives Board for Coordination (CEB) and, in that capacity, leads, coordinates and promotes the accountability of the United Nations system in its work on gender equality and women's empowerment. The Under-Secretary-General is assisted by the Assistant Secretary-General for Intergovernmental Support and Strategic Partnerships, and the Assistant Secretary-General for Policy and Programmes. These levels of seniority at both Bureaux are necessary to ensure effective linkages, facilitate matrix management and achieve results for women and girls.

37.18 The core functions of the Office of the Under-Secretary-General are: (a) to assist and support the Under-Secretary-General in the overall executive direction and management of UN Women, including the planning, coordination, management and assessment of the programme of work/strategic plan of the Entity; (b) to facilitate inter-office cooperation in the implementation of workplans and administrative matters; and (c) to ensure the timely implementation of decisions and coordination of inputs from all organizational units to the activities of the Office. The Office of the Under-Secretary-General also comprises strategic planning capacity; and capacity for independent evaluation.

37.19 The objectives, expected accomplishments, indicators of achievement and performance measures for the executive direction and management of UN Women that are set out below are provisional and would be further elaborated on by the Under-Secretary-General and submitted as part of the proposed programme budget for the biennium 2012-2013.

Table 37.7 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively managed	(a) (i) Timely planning and delivery of outputs and services *Performance measures* 2006-2007: not applicable Estimate 2008-2009: not applicable Target 2010-2011: 93 per cent of output delivery within established deadlines

(b) Timely recruitment and placement of staff	(b) (i) Reduction in the average number of days a post remains vacant *Performance measures* 2006-2007: Not available Estimate 2008-2009: Not available Target 2010-2011: 120 days
(c) Enhanced accountability of the United Nations system in its work on gender equality and empowerment of women	(c) (i) Agreement in CEB on accountability framework for gender mainstreaming *Performance measures* 2006-2007: not applicable Estimate 2008-2009: not applicable Target 2010-2011: CEB agreed approach (ii) Decisions of all CEB bodies (CEB and High-level Committee on Programmes, High-level Committee on Management, United Nations Development Group) reflect a gender perspective *Performance measures* 2006-2007: not applicable Estimate 2008-2009: not applicable Target 2010-2011: 25 per cent of decisions of CEB bodies reflect a gender perspective

Table 37.8 **Resource requirements of the Office of the Under-Secretary-General**

(Thousands of United States dollars)

(1) Regular budget

Object of expenditure	*Initial appropriation 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimates 2011*
1	*2*	*3*	*4*	*5*	*6 = 4 + 5*
Posts	—	—	—	645.1	645.1
Subtotal	—	—	—	**645.1**	**645.1**

(2) Extrabudgetary

Object of expenditure	*Initial estimates 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimates 2011*
1	*2*	*3*	*4*	*5*	*6=4+5*
Posts	—	—	—	257.3	257.3
Other staff costs	—	—	—	11.8	11.8
Consultants and experts	—	—	—	78.6	78.6
Travel of staff	—	—	—	156.0	156.0
Contractual services	—	—	—	15.5	15.5
General operating expenses	—	—	—	103.3	103.3
Hospitality	—	—	—	2.5	2.5
Supplies and materials	—	—	—	1.9	1.9
Furniture and equipment	—	—	—	5.3	5.3
After-service insurance	—	—	—	31.0	31.0
Contributions	—	—	—	108.7	108.7
Subtotal	—	—	—	**771.9**	**771.9**
Total (1) and (2)	—	—	—	**1 417.0**	**1 417.0**

Table 37.9 **Post requirements**

	Established regular budget posts		*Temporary extrabudgetary posts*		*Total*	
Category	*Initial distribution 2011*	*Revised estimate 2011*	*Initial distribution 2011*	*Revised estimate 2011*	*Initial distribution 2011*	*Revised estimate 2011*
Professional and above						
USG	—	1	—	—	—	1
D-2	—	1	—	—	—	1
P-5	—	1	—	—	—	1
P-4	—	—	—	1	—	1
Subtotal	—	**3**	—	**1**	—	**4**
General Service						
Other level	—	2	—	1	—	3
Subtotal	—	**2**	—	**1**	—	**3**
Total	—	**5**	—	**2**	—	**7**

Resource requirements

37.20 The provision of $645,100 reflects the 2011 requirements of the Office of the Under-Secretary-General and includes: (a) the new provision of $367,800 requested for the establishment in 2011 of the new Under-Secretary-General post, as approved by the General Assembly in its resolutions 64/289 and 63/311, one new D-2 post for

the Chief of Staff and one new General Service (Other level) post; and (b) the amount of $277,300, resulting from placement of the two existing posts (1 P-5 and 1 General Service (Other level)) out of the total of 42 posts transferred from subprogramme 2 of section 9 to the Office of the Under-Secretary-General.

37.21 In addition to the new post of the Under-Secretary-General/Executive Director of the UN Women entity already approved by the General Assembly, the D-2 post of the Chief of Staff and the General Service (Other level) post of the Under-Secretary-General/Executive Director's personal assistant, are required to ensure the necessary capacity and experience to lead and manage the support of the intergovernmental process, operational activities in the field and coordination of efforts of some 56 entities in the United Nations system that are collaborating in mainstreaming the appropriate response to gender concerns across their programmes of work at the global, regional and country levels. The existing P-5 post and General Service (Other level) post that have been used for the strategic policy support functions in the former Office of the Special Adviser to the Secretary-General on Gender Issues and Advancement of Women (formerly under section 9, Economic and social affairs) are being placed in the Office of the Under-Secretary-General to continue those functions, as well as to provide support in managing communications with Member States, members of the United Nations system and civil society.

37.22 Projected extrabudgetary resources in the amount of $771,900, including $257,300 for one P-4 post and one General Service (Other level) post, and $514,600 for non-post requirements, will provide for general temporary assistance, overtime, consultants, travel of staff, contractual services and other operating expenses, supporting coordination and fund-raising activities, as well as work with meetings of civil society organizations. More detailed explanations of these resources will be provided in the report on the use of voluntary funds to be submitted to the Executive Board in accordance with paragraph 77 of General Assembly resolution 64/289.

D. Programme of work

Table 37.10 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*Initial distribution 2011*	*Revised estimate 2011*	*Initial distribution 2011*	*Revised estimates 2011*
1. Intergovernmental support and strategic partnerships				
Regular budget	6 346.9	2 294.7	42	15
Extrabudgetary	4 366.9	5 017.2	12	20
Subtotal	**10 713.8**	**7 311.9**	**54**	**35**
2. Policy and programme activities				
Regular budget	—	3 774.9	—	25
Extrabudgetary	117 323.7	474 473.2	52	297
Subtotal	**117 323.7**	**478 248.1**	**52**	**322**
Total	**128 037.5**	**485 560.0**	**106**	**357**

37.23 UN Women is directed by the General Assembly to continue to implement the existing mandates and functions of its four constituent parts. The normative support functions that to date have been implemented by the former Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women of the United Nations Secretariat will be located strategically within both subprogrammes of UN Women, so as to provide the synergy between normative support and the operational support called for by Member States in resolution 64/289. While retaining the functions and agreed outputs and related posts approved in the programme budget for the biennium 2010-2011, this structure will ensure maximum impact of the related activities. It will also effectively strengthen coherence between the normative guidance generated by intergovernmental bodies and operational support provided to national partners, as well as the additional function of coordination provided by the General Assembly.

37.24 The mandated functions and related activities as previously approved in the regular budget allocation to the former Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women include in particular: (a) policy analysis on the broad range of gender-equality issues covered in the Beijing Declaration and Platform for Action and subsequent intergovernmental outcomes and the development of policy options and recommendations; (b) the substantive servicing of intergovernmental processes; (c) provision of policy advice to senior United Nations officials; (d) advocacy, communication and outreach efforts; (e) system-wide coordination of the gender-mainstreaming efforts of the United Nations system; (f) facilitation of the participation of non-governmental organizations in the work of the United Nations on gender equality, in particular in the context of the Commission on the Status of Women; and (g) monitoring the status of women within the Secretariat. As the level of activities in these areas will either be maintained, or in the case of coordination, significantly increased, the same level of regular budget resources as that previously approved by the General Assembly will be required. It is proposed that the responsibilities for implementation of those programmed activities, related outputs and resources be distributed proportionally to a number of distributed posts, among the two new subprogrammes, with a view to strengthening coherence between the normative and analytical guidance provided by intergovernmental bodies and the operational support provided to national partners.

Subprogramme 1
Intergovernmental support and strategic partnerships

Resource requirements: regular budget, $2,294,700; extrabudgetary, $5,017,200

37.25 Substantive responsibility for this subprogramme lies within the Intergovernmental Support and Strategic Partnerships Bureau.

Table 37.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the achievement of gender equality and the advancement of women, including women's full enjoyment of their human rights

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of the Commission on the Status of Women to fulfil its mandates, including the promotion of gender mainstreaming in all political, economic and social spheres	(a) (i) Increased number of Member States reporting to the Commission on the Status of Women on actions taken to implement gender mainstreaming at the national level *Performance measures* 2006-2007: 130 Member States Estimate 2008-2009: 65 Member States Target 2010-2011: 100 Member States (ii) Increased proportion of resolutions and decisions of the functional commissions of the Economic and Social Council that incorporate a gender perspective *Performance measures* 2006-2007: 23 per cent of resolutions Estimate 2008-2009: 24 per cent of resolutions Target 2010-2011: 25 per cent of resolutions
(b) Increased capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system in a coherent way	(b) (i) Increased number of actions taken by United Nations entities, individually and/or collaboratively, to incorporate gender perspectives in their policies, programmes and projects in a coherent way *Performance measures* 2006-2007: 79 reports of entities on actions taken Estimate 2008-2009: 75 reports of entities on actions taken Target 2010-2011: 81 reports of entities on actions taken

		Target 2011: 90 per cent of new United Nations Development Assistance Frameworks include coherent measures to respond to gender equality and empowerment of women goals (ii) Improved gender balance through effective implementation of gender-sensitive human resources policy measures by the United Nations system entities *Performance measures* 2006-2007: 2 initiatives and surveys undertaken by entities to improve gender balance Estimate 2008-2009: 3 initiatives and surveys undertaken by entities to improve gender balance Target 2010-2011: 6 initiatives and surveys undertaken by entities to improve gender balance
(c) Increased capacity of UN Women to mobilize resources to support Member States' efforts to achieve national and internationally agreed gender equality priorities	(c)	(i) Increase in the total amount of available resources for UN Women to disburse (ii) Increase in number of Member States that contribute to UN Women (iii) Increase in resources generated through partnerships with, and funds from, non-traditional funding sources (individuals, private foundations and private individuals) *Performance measures* Targets 2011: (i) $500 million in total resources available for UN Women (ii) Number of Member States contributing to UN Women exceed the number contributing to the four former entities (iii) Resources from non-traditional partnerships reaches 15 per cent of extrabudgetary funding by 2011

External factors

37.26 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that priority will be given by Member States and by entities of the United Nations system to gender issues and advancement of women.

Outputs

37.27 During 2011, the following final outputs will be delivered:

Regular budget:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly: substantive servicing of meetings: substantive servicing, including plenary meetings of the Second and the Third Committees (7);

(ii) Security Council: substantive servicing of meetings and informal consultations (2);

(iii) Economic and Social Council: substantive servicing of meetings: substantive servicing of plenary meetings (4);

(iv) Commission on the Status of Women: substantive servicing of meetings: open-ended consultations by the Bureau of the Commission on the Status of Women (4); substantive servicing of meetings of the Commission (20);

(v) Ad hoc expert groups: interactive dialogue to evaluate progress in the implementation of the agreed conclusions on a priority theme from a previous session of the Commission on the Status of Women (1); panels and interactive high-level round tables on experiences, lessons learned and good practices in relation to the implementation of previous commitments made with regard to the priority theme of the Commission on the Status of Women (2 panels and 2 round tables);

(b) Other substantive activities (regular budget and extrabudgetary, as previously included in section 9, subprogramme 2):

(i) Recurrent publications: *Women 2000 and Beyond* (4);

(ii) Non-recurrent publications: lessons learned in capacity-building on gender mainstreaming in the United Nations system (1);

(iii) Technical material: further development, design, maintenance and management of the relevant sections of the UN Women website providing normative support materials (1); further development, design, maintenance and management of the relevant portion of the UN Women and inter-agency website (1); further development, design, maintenance and management of the website of UN Women pertaining to coordination (1); further development, design, maintenance and management of the Women Watch website (1);

(iv) Substantive servicing of inter-agency meetings: Chief Executives Board for Coordination, High-level Committee on Management, High-level Committee on Programmes, United Nations Development Group, Inter-Agency Network on Women and Gender Equality (2);

(v) Documentation for inter-agency meetings as above: (2).

Extrabudgetary resources:

United Nations Coordination and reform:

(a) Finalization of a joint evaluation (with United Nations partners) on joint programming for gender equality and publication and dissemination of findings within the United Nations system;

(b) Review of United Nations country team experience with the implementation of United Nations Development Group performance indicators on gender equality and the publication and dissemination of the review within the United Nations system followed by revision of the indicators on the basis of findings;

(c) Expand the gender community of practice that brings together practitioners from all over the world with experience in gender training to promote dialogue and analysis of the current approaches and theories on gender training (through workshops and dialogue mechanisms);

(d) Expand the visibility, involvement and impact of the Secretary-General's UNiTE to End Violence against Women campaign at global, regional and country levels (through the funding of advocacy campaigns);

(e) In partnership with the Department of Peacekeeping Operations, the Department of Political Affairs, the Peacebuilding Support Office, the Special Representative of the Secretary-General on Sexual Violence and United Nations country teams, support 25 countries to implement Security Council resolutions 1325 (2000) and 1889 (2009), including through country-level assistance to develop and implement national action plans on the implementation of resolution 1325 (2000).

Table 37.12 **Resource requirements by object of expenditure and source of funds**

(Thousands of United States dollars)

(1) Regular budget

Object of expenditure	*Initial appropriation 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimate 2011*
1	*2*	*3*	*4*	*5*	*6=4+5*
Posts	—	—	5 978.1	(3 842.2)	2 135.9
Other staff costs	—	—	18.8	(8.8)	10.0
Consultants and experts	—	—	216.7	(119.3)	97.4
Travel of staff	—	—	57.7	(38.5)	19.2
Contractual services	—	—	31.2	(14.5)	16.7
Hospitality	—	—	1.1	—	1.1
Supplies and materials	—	—	10.7	(7.2)	3.5
Furniture and equipment	—	—	32.6	(21.7)	10.9
Total	**—**	**—**	**6 346.9**	**(4 052.2)**	**2 294.7**

(2) Extrabudgetary

Object of expenditure	*Initial estimate 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimate 2011*
1	*2*	*3*	*4*	*5*	*6=4+5*
Posts	5 567.0	3 120.0	2 447.0	834.5	3 281.5
Other staff costs	382.0	191.0	191.0	(156.9)	34.1
Consultants and experts	880.0	440.0	440.0	(346.8)	93.2
Travel of staff	103.0	51.5	51.5	(21.6)	29.9
Contractual services	397.0	198.5	198.5	(121.0)	77.5
General operating expenses	934.0	467.0	467.0	49.4	516.4
Supplies and materials	26.7	13.4	13.4	(3.7)	9.7
Furniture and equipment	357.0	178.5	178.5	(152.1)	26.4
After-service insurance	—	—	—	155.0	155.0
Contributions	260.0	130.0	130.0	413.5	543.5
Programmes and other	500.0	250.0	250.0	—	250.0
Total	**9 406.7**	**5 039.9**	**4 366.9**	**650.3**	**5 017.2**
Total (1) and (2)	**9 406.7**	**5 039.9**	**10 713.8**	**(3 401.9)**	**7 311.9**

Table 37.13 **Post requirements**

	Established regular budget posts		*Temporary extrabudgetary posts*		*Total*	
Category	*Initial distribution 2011*	*Revised estimate 2011*	*Initial distribution 2011*	*Revised estimate 2011*	*Initial distribution 2011*	*Revised estimate 2011*
Professional and above						
ASG	1	1	—	—	1	1
D-2	1	1	—	1	1	2
D-1	3	1	—	1	3	2
P-5	6	2	1	4	7	6
P-4	7	1	3	3	10	4
P-3	5	—	3	4	8	4
P-2/1	5	3	1	1	6	4
Subtotal	**28**	**9**	**8**	**14**	**36**	**23**
General Service						
Principal level	—	—	—	1	—	1
Other level	14	6	4	5	18	11
Subtotal	**14**	**6**	**4**	**6**	**18**	**12**
Total	**42**	**15**	**12**	**20**	**54**	**35**

Regular budget

Posts

37.28 The amount of $2,135,900, reflecting a decrease of $3,842,200, provides for 15 posts, including 9 Professional and above (1 ASG, 1 D-2, 1 D-1, 2 P-5, 1 P-4, 3 P-2/1) and 6 General Service (Other level) posts. These posts are required to implement the normative support and coordination functions of UN Women, in particular to support the Bureau of the Commission on the Status of Women; service the gender equality agenda items in intergovernmental meetings; coordinate inter-agency work on gender mainstreaming; women, peace and security; violence against women and improvement of the status of women throughout the United Nations system; service the inter-agency coordination mechanisms working on gender issues at the global level; and organize the participation of non-governmental organizations in gender equality activities of the Organization.

37.29 A decrease of $3,842,200 results from the placement of 2 posts (1 P-5 and 1 General Service (Other level)) to executive direction and management, and of 25 posts (2 D-1, 3 P-5, 6 P-4, 5 P-3 and 2 P-2/1 and 7 General Service (Other level)), to the new subprogramme 2, Policy and programmes under new section 37, UN Women, out of a total of 42 posts, previously budgeted under subprogramme 2, Gender issues and advancement of women, of section 9, Economic and social affairs, of the proposed programme budget for the biennium 2010-2011.

Other staff costs

37.30 The amount of $10,000 provides for: (a) general temporary assistance ($7,000) needed during peak workload periods in support of emerging issues related to gender perspectives and mainstreaming, as well as the substantive preparations for the annual sessions of the Commission on the Status of Women; and (b) overtime ($3,000) required during peak workload periods in the biennium, particularly during the annual sessions of the Commission and expert meetings.

Consultants and experts

37.31 The amount of $97,400 provides for:

(a) Cost of specialized expertise in the amount of $41,000 (which is neither available in the Secretariat, nor considered cost-effective to build the related in-house capacity), to assist in the preparation of:

(i) Lessons learned in capacity-building on gender mainstreaming in the United Nations system ($17,000);

(ii) Priority theme in preparation for the fifty-sixth session of the Commission on the Status of Women ($16,000);

(iii) Preparation of a specialized paper on the thematic areas to be discussed at the sessions of the Commission on the Status of Women ($8,000).

(b) Cost of convening six expert group meetings in the amount of $56,400, as follows:

(i) Interactive dialogue to evaluate progress in the implementation of the agreed conclusions on a priority theme from a previous session of the Commission on the Status of Women (1) ($9,000);

(ii) Panels and interactive high-level round tables on experiences, lessons learned and good practices in relation to the implementation of previous commitments made with regard to the priority theme of the Commission on the Status of Women (3 panels and 2 round tables) ($47,400).

Travel of staff

37.32 The amount of $19,200 provides for: (a) travel to undertake missions for the implementation of the work programme, in particular to United Nations offices away from Headquarters and peacekeeping missions and to attend conferences and meetings of intergovernmental and non-governmental organizations involved in women's rights; inter-agency meetings; meetings of the Economic and Social Council and of the Human Rights Council in Geneva ($7,000); and (b) travel of staff of the Intergovernmental Support and Strategic Partnerships Bureau for substantive servicing and participation in ad hoc expert group meetings; to attend sessions of the Committee on the Elimination of Discrimination against Women in Geneva; and participate in the global and regional meetings and conferences on gender issues ($12,200).

Contractual services

37.33 A provision of $16,700 is required for: (a) external printing of various publications related to gender issues, including *Women 2000 and Beyond* and lessons learned in capacity-building on gender mainstreaming in the United Nations system ($6,700); and (b) contractual services to cover the cost of webcasting and the support services in connection with the interactive round tables and panels to be held during the sessions of the Commission on the Status of Women as part of its new working methods in accordance with Economic and Social Council resolution 2006/9 ($10,000).

Hospitality

37.34 The amount of $1,100 covers the cost of official functions on the occasion of the sessions of the Commission on the Status of Women and special events.

Supplies and materials

37.35 The amount of $3,500 provides for expendable office supplies and materials, including paper, stationery, data-processing and word-processing supplies for the staff of the Bureau.

Furniture and equipment

37.36 The amount of $10,900 provides for acquisition and replacement of office automation equipment requirements for the staff of the Bureau, including acquisition of new equipment ($3,000) and replacement of the existing equipment in conformity with the existing standards.

Extrabudgetary resources

37.37 The amount of $5,017,200 provides for 20 posts, which include 14 Professional and above and 6 General Service (Other level) posts, required to provide support to normative and analytical activities and to the implementation of the operational activities of UN Women ($3,281,500), and related non-post requirements of $1,735,700. A detailed description of the activities and resources

requirements under this subprogramme, financed from extrabudgetary resources, will be provided to the Executive Board as requested in paragraph 77 of General Assembly resolution 64/289.

Subprogramme 2
Policy and programme activities

Resource requirements: regular budget, $3,774,900; extrabudgetary, $474,473,200

37.38 Substantive responsibility for this subprogramme lies within the Policy and Programme Bureau.

Table 37.14 **Objectives, expected accomplishments, indicators of achievement and performance measures**

Objectives of the Organization: Support United Nations Member States in the implementation of their national commitments to eliminate discrimination against women and girls, empower women, and achieve equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security, including by leading and coordinating United Nations system efforts at regional and country levels

Expected accomplishments of UN Women	Indicators of achievement
(a) Advancements in gender equality and the elimination of gender discrimination through support to and the promotion of the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly and the 2005 World Summit and the Convention on the Elimination of All Forms of Discrimination against Women	(a) (i) Increased number of policies and actions taken at the national and regional levels to implement the Beijing Platform for Action, the outcome of the twenty-third special session, the Convention on the Elimination of All Forms of Discrimination against Women and the 2005 World Summit *Performance measures* 2006-2007: 120 statements on policies and actions Estimate 2008-2009: 160 statements on policies and actions Target 2010-2011: 200 statements on policies and actions (ii) Increased number of representatives of non-governmental organizations that participate in the work of the Commission on the Status of Women *Performance measures* 2006-2007: 3,150 representatives of non-governmental organizations accredited by the Economic and Social Council

	Estimate 2008-2009: 2,000 representatives of non-governmental organizations accredited by the Economic and Social Council Target 2010-2011: 3,000 representatives of non-governmental organizations accredited by the Economic and Social Council
(b) Increased understanding of and enhanced policy support for measures to implement all relevant resolutions and decisions on gender issues, including on women and armed conflict	(b) (i) Increased number of United Nations entity-specific policies and action plans developed with the support of UN Women on implementation of resolutions and decisions on gender issues, including on women and armed conflict *Performance measures* 2006-2007: 269 initiatives for the first system-wide action plan for implementation of resolution 1325 (2000) Estimate 2008-2009: 331 initiatives for the first system-wide action plan for implementation of resolution 1325 (2000) Target 2010-2011: 361 initiatives for the first system-wide action plan for implementation of resolution 1325 (2000)
(c) Increased number of local, national, regional and global development strategies, legal frameworks, laws, policies and budgetary frameworks that incorporate gender equality in line with national, regional and internationally agreed commitments to gender equality	(c) (i) Number of local, national/regional/global plans/strategies and budgets that incorporate gender equality in line with relevant commitments Target 2011: 40 countries supported by UN Women develop engendered national development strategies, plans or budgets (ii) Evidence of changes in quantity and quality of aid flow towards gender equality Target 2011: At least 6 countries undertake research and provide evidence on the level of ODA flows to gender equality and women's empowerment

		(iii) Number of local, national legal frameworks/laws that incorporate gender equality in line with national, regional and global commitments Target 2011: 40 countries supported by UN Women develop engendered laws and public policies on gender equality and women's human rights (iv) Number of ministries of finance that issue gender-responsive budgeting guidelines Target 2011: 22 ministries of finance in 2011 issue gender-responsive budgeting guidelines
(d) Capacities of policymakers, national machineries for women, gender equality experts, advocates and their organizations, policy and service delivery institutions are enhanced to enable them to more effectively advance gender equality and women's empowerment and to protect women's human rights	(d)	(i) Number of key decision-making forums where the presence of gender-equality experts, advocates, and organizations result in stronger commitments to gender equality Target 2011: Presence of gender-equality advocates results in stronger commitment to gender-equality in 27 decision-making forums in 2011 (ii) Key policymakers and gender-equality advocates understand costing of gender equality in national plans and budgets as effective means for investing in women Target 2011: In at least four countries policymakers and gender-equality experts report increased understanding of the methods of costing of gender equality (iii) Evidence of changes in institutional performance of policy and service delivery institutions

		Target 2011: 50 policy and service delivery institutions in 2011 show evidence of changes in institutional environment
		(iv) Extent to which key policy and service delivery institutions have increased budgets for promoting gender equality and women's human rights Target 2011: 9 such institutions in 2011 increase their budgets for promoting gender equality and women's human rights
		(v) Availability of sex-disaggregated data and statistics Target 2011: 20 countries in 2011 have increased availability of sex-disaggregated data
(e) Increased capacity to provide resources to programme countries through multi-donor funding arrangements that respond to demands for seed funding and technical expertise	(e)	(i) Amount of funding UN Women disburses through Multi-Donor Trust Fund/basket funds/gender facilities/ special thematic or regional funds *Performance measures* Target 2011: $40 million disbursed from United Nations Trust Fund to End Violence $25 million disbursed through Fund for Gender Equality $10 million disbursed through basket and thematic funds managed by UN Women at country level
(f) Increased capacity of UN Women to lead and coordinate, as needed, more coherent United Nations system support to countries including through United Nations country teams to implement commitments to gender equality and to undertake gender mainstreaming	(f)	(i) Joint programmes providing coherent United Nations country team support to national gender equality priorities Target 2011: 96 joint programmes in 2011 (ii) United Nations or other gender-coordination mechanisms led or co-led by UN Women

	Target 2011:
	CEB gender coordination led by UN Women by 2011
	(iii) Number of United Nations country teams implementing United Nations country team performance indicators on gender equality and other tools that measure accountability of United Nations country teams to gender equality
	Target 2011:
	All 28 countries undertaking common country assessment/United Nations Development Assistance Framework in 2011 to finalize performance indicators
	(iv) Number of countries and regional hubs where UN Women has the capacity, and is actively providing support to Member States and coordination and leadership of United Nations country teams/regional director teams to provide coherent support to gender equality
	Target 2011:
	Strengthened presence in 80 countries and 6 regional hubs

External factors

37.39 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that there is: (a) increased political and financial support from Member States; and (b) continued strong support from the United Nations system's senior leaders.

Outputs

37.40 During 2011, the following outputs are expected to be delivered:

Regular budget:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly: parliamentary documentation: reports on: improvement of the situation of women in rural areas (1); intensification of efforts to eliminate all forms of violence against women (1); measures taken and progress achieved in the follow-up to and implementation of the Fourth World Conference on Women and the twenty-third special session of the General Assembly (1); violence against women migrant workers (1); women in development (1);

(ii) Security Council: parliamentary documentation: report on women, peace and security (1);

(iii) Economic and Social Council: parliamentary documentation: reports on: mainstreaming a gender perspective into all policies and programmes in the United Nations system (1);

(iv) Commission on the Status of Women: parliamentary documentation: discussion guide on the high-level round table on the priority theme of the Commission on the Status of Women (1); lists of confidential communications relating to the status of women (1); inputs to the Economic and Social Council high-level segment (1); reports on progress in mainstreaming a gender perspective in the development, implementation and evaluation of national policies and programmes, with a particular focus on the priority theme (1); provisional agenda and annotations and proposed organization of work (1); reports on priority themes as identified in the Commission's long-term work programme (1); reports on the situation of and assistance to Palestinian women (1);

(v) Ad hoc expert groups: expert group meetings on: gender mainstreaming at the country and regional levels (1); improving work-life balance in the United Nations system (1); priority themes/issues in preparation for the fifty-sixth session of the Commission on the Status of Women (1);

(b) Other substantive activities (regular budget and extrabudgetary, as previously included in section 9, subprogramme 2):

(i) Recurrent publications: Network (Focal Point on the Status of Women) (4); inventory of activities on violence against women-electronic newsletter (3); words to action: violence against women-electronic newsletter (4);

(ii) Non-recurrent publications: operational toolkit on gender mainstreaming in development instruments at the national level (1); on theme to be decided on the basis of the 15-year review of the Beijing Platform for Action (1); strengthening institutional accountability mechanisms for gender mainstreaming in the United Nations system (1);

(iii) Technical material: further development, design, maintenance and management of the coordinated database on violence against women (1); guidelines, checklist and tools on gender balance in staffing (1); guidelines, checklist and tools on gender mainstreaming (1); guidelines, checklist and tools on implementation of Security Council resolution 1325 (2000) on women, peace and security (1); report of the expert group meeting on gender mainstreaming at the country and regional levels (1); report of the expert group meeting on improving work-life balance in the United Nations system (1); reports of expert group meetings on violence against women, including trafficking in women and girls (1); reports of expert group meetings on the priority themes or issues decided by the Commission on the Status of Women (1).

Extrabudgetary resources:

(a) Technical cooperation, advisory services and capacity development:

(i) In response to requests by countries and United Nations country teams, provision of capacity development support to national partners to expand

women's political participation at the national and local levels in close partnership with UNDP and the Inter-Parliamentary Union in 30 countries (through training workshops targeting voters, candidates and political parties, development of training modules and guidance documents, advocacy workshops and media campaigns);

(ii) Capacity development and technical support to Government and non-governmental organization partners in 15 countries, including 10 workshops in 6 different countries on monitoring aid flows from a gender perspective — in partnership with the European Commission and the International Labour Organization/International Training Centre;

(iii) Capacity development of senior policymakers and gender-equality experts from 10 countries by the Santo Domingo Training Centre (through training workshops);

(iv) Knowledge product documenting synthesis and dissemination of experiences from six countries related to monitoring and accountability of aid effectiveness from a gender perspective;

(v) Capacity development of government officials and non-governmental organizations in 10 countries on costing national and local plans for financing gender equality;

(vi) Capacity development of the security sector to strengthen security sector reform with a gender perspective (through training and sensitization on gender issues in security, advocacy);

(vii) Technical assistance to ministries of finance and planning, ministries of women's affairs, and sectoral ministries to institutionalize gender-responsive budgeting in at least 40 countries (through technical analysis, training workshops, and funding of technical expertise to Governments at their request, development of knowledge products and advocacy with policymakers);

(viii) Through coordinated efforts with United Nations country teams, technical support to national machineries for women and non-governmental organization partners in at least 50 countries to develop, update and monitor implementation of gender-equality plans and strategies (training workshops, funding of technical expertise for out posting to Governments, and development of modules and guidance documents);

(ix) Support to Governments and civil society partners in at least 20 countries to prepare reports under article 18 of the Convention on the Elimination of All Forms of Discrimination against Women and to widely disseminate and develop follow-up actions to implement concluding observations of the Committee on the Elimination of Discrimination against Women (through training workshops, mentoring, promoting learning between countries and conducting mock sessions);

(x) In partnership with UNAIDS, capacity development support to National AIDS Councils and networks of HIV+ women in 15 countries to incorporate gender equality and women's empowerment in national AIDS strategies and in the UNAIDS Action Framework (through training workshops, funding of technical expertise for Governments on request, development of modules and guidance documents);

(b) Knowledge management and generation:

(i) Development and dissemination of knowledge assets on Ending Violence against Women in the form of electronic documents made available on a central knowledge portal to provide programming guidance and tools to end violence against women in 12 different programming areas: adolescents, campaigns, conflict/post-conflict, education, health, justice, legislation, men and boys, policy and budget cycles, prevention, safe cities, security);

(ii) Creation of an online knowledge hub on current approaches, theories and good practices on gender training, migration, aid effectiveness, gender peace and security, women's political participation, etc.;

(iii) Applied research and publication of five case studies on the gender dimensions and trends of migratory trajectories between Africa, Asia, Europe, Latin America and the Caribbean, and North America, including policy recommendations;

(iv) Development of a security sector reform toolkit, along with gender training for security sector personnel, based on experiences and best practices;

(v) Workshops disseminating findings of the publication Progress of the World's Women 2010/11, with a focus on women's access to justice in 30 countries;

(c) Piloting programmes that demonstrate replicable models to advance gender equality:

(i) Finalization of the evaluation and dissemination of results from the International Center for Research on Women-World Bank-UNIFEM Results-based Initiative programme, piloting strategies for significantly expanding women's economic opportunities in five countries;

(ii) Launch of the pilot programme initiative on Safe Cities for Women in five countries;

(iii) Expand access for private sector organizations to the Women's Empowerment Principles and the Gender Equality Model approach to test and document how the private sector can more effectively promote and to protect women's empowerment and gender equality (through guidance documents);

(iv) Support national partners in 10 countries to implement pilot project initiatives that test community-based approaches to peacebuilding from a women's human rights and gender equality perspective (through funding, training and technical guidance);

(d) United Nations Coordination and reform:

Support to strengthening the gender equality dimension in 28 common country assessment/United Nations Development Assistance Framework exercises in 2011 (through technical expertise, participation in United Nations country team meetings and convening of gender equality advocates to the strategic planning process).

Table 37.15 **Resource requirements by object of expenditure and source of funds**

(Thousands of United States dollars)

(1) Regular budget

Object of expenditure	*Initial appropriation 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimate 2011*
1	*2*	*3*	*4*	*5*	*6=4+5*
Posts	—	—	—	3 564.9	3 564.9
Other staff costs	—	—	—	8.8	8.8
Consultants and experts	—	—	—	119.3	119.3
Travel of staff	—	—	—	38.5	38.5
Contractual services	—	—	—	14.5	14.5
Supplies and materials	—	—	—	7.2	7.2
Furniture and equipment	—	—	—	21.7	21.7
Subtotal	—	—	—	**3 774.9**	**3 774.9**

(2) Extrabudgetary

Object of expenditure	*Initial estimate 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimate 2011*
1	*2*	*3*	*4*	*5*	*6=4+5*
Posts	24 930.0	12 465.0	12 465.0	34 545.2	47 010.2
Other staff costs	1 657.0	828.5	828.5	(323.2)	505.3
Consultants and experts	3 815.0	1 907.5	1 907.5	(528.4)	1 379.1
Travel of staff	448.0	224.0	224.0	219.1	443.1
Contractual services	1 719.0	859.5	859.5	288.2	1 147.7
General operating expenses	4 049.0	2 024.5	2 024.5	5 618.0	7 642.5
Supplies and materials	116.0	58.0	58.0	85.4	143.4
Furniture and equipment	277.0	138.5	138.5	211.2	349.7
After-service insurance	—	—	—	8 043.5	8 043.5
Contributions	1 125.0	562.5	562.5	1 731.5	2 294.0
Programmes and other	196 511.4	98 255.7	98 255.7	307 259.0	405 514.7
Subtotal	**234 647.4**	**117 323.7**	**117 323.7**	**357 149.5**	**474 473.2**
Total (1) and (2)	**234 647.4**	**117 323.7**	**117 323.7**	**360 924.4**	**478 248.1**

Table 37.16 **Post requirements**

Category	*Established regular budget posts*		*Temporary extrabudgetary posts*		*Total*	
	Initial distribution 2011	*Revised estimate 2011*	*Initial distribution 2011*	*Revised estimate 2011*	*Initial distribution 2011*	*Revised estimate 2011*
Professional and above						
ASG	—	—	—	1	—	1
D-2	—	—	—	6	1	6
D-1	—	2	4	23	4	25
P-5	—	3	14	97	14	100
P-4	—	6	1	3	1	9
P-3	—	5	4	12	4	17
P-2/1	—	2	2	2	2	4
Subtotal	**—**	**18**	**26**	**144**	**26**	**162**
General Service						
Principal level	—	—	1	1	1	1
Other level	—	7	3	3	3	10
Subtotal	**—**	**7**	**4**	**4**	**4**	**11**
Other categories						
Local level	—	—	16	112	16	112
National Officer	—	—	6	37	6	37
Subtotal	**—**	**—**	**22**	**149**	**22**	**149**
Total	**—**	**25**	**52**	**297**	**52**	**322**

Regular budget

Posts

37.41 The amount of $3,564,900 results from the placement of 25 posts, out of a total of 42 posts previously budgeted under subprogramme 2, Gender issues and advancement of women, of section 9, to this new subprogramme 2, Policy and programme activities, under section 37, UN Women, and provides for 18 Professional and above posts (2 D-1, 3 P-5, 6 P-4, 5 P-3 and 2 P-2/1) and 7 General Service (Other level) posts. These posts are required to implement the normative support function of UN Women, and in particular to undertake policy analysis on the broad range of gender-equality issues covered in the Beijing Declaration and Platform for Action and subsequent intergovernmental outcomes, their follow-up and implementation, development of policy options and recommendations, and preparation of reports thereon; provision of policy advice to senior United Nations officials; monitoring the status of women within the Secretariat; and carrying out outreach activities through publications.

Other staff costs

37.42 The amount of $8,800 provides for: (a) general temporary assistance ($6,000) needed during peak workload periods in preparation for and in support of servicing of the annual sessions of intergovernmental organs and for dealing with emerging issues related to gender perspectives and mainstreaming, and (b) overtime ($2,800) required during peak workload periods in the biennium, particularly during the annual sessions of the intergovernmental bodies and expert meetings.

Consultants and experts

37.43 The amount of $119,300 provides for:

(a) Cost of specialized expertise (which is neither available in the Secretariat nor considered cost-effective to build the related in-house capacity) to assist in the preparation of a document on strengthening institutional accountability mechanisms for gender mainstreaming in the United Nations system ($33,300);

(b) Costs of convening of two expert group meetings ($86,000), including:

(i) Gender mainstreaming at the country and regional levels ($39,000);

(ii) Priority theme in preparation of the fifty-sixth session of the Commission on the Status of Women ($47,000).

Travel of staff

37.44 The amount of $38,500 provides for: (a) travel to undertake missions for the implementation of the work programme, in particular to United Nations offices away from Headquarters and peacekeeping missions and to attend conferences and meetings of intergovernmental and non-governmental organizations involved in women's rights; inter-agency meetings ($14,500); and (b) travel of staff of the Policy and Programme Bureau for substantive servicing and participation in ad hoc expert group meetings; to participate in the global and regional meetings and conferences on gender issues; and to carry out field missions and studies ($24,000).

Contractual services

37.45 A provision of $14,500 is required for: (a) external printing of various publications related to gender issues, including: Network (Focal Point on the Status of Women); and strengthening institutional accountability mechanisms for gender mainstreaming in the United Nations system ($6,500); and (b) contractual services to cover the cost of webcasting and the support services ($8,000).

Supplies and materials

37.46 The amount of $7,200 provides for expendable office supplies and materials, including paper, stationery, data-processing and word-processing supplies for the staff of the Bureau.

Furniture and equipment

37.47 The amount of $21,700 provides for acquisition and replacement of office automation equipment requirements for the staff of the Bureau, including

acquisition of new equipment ($6,000) and replacement of the existing equipment in conformity with the existing standards ($15,700).

Extrabudgetary resources

37.48 The amount of $474,473,200 provides for 297 posts, which include 144 Professional and above, 4 General Service, and 149 Other categories posts, in support of the operational activities of UN Women ($47,010,200) and related non-post requirements of $437,120,000. A detailed description of the activities and resource requirements under this subprogramme, financed from extrabudgetary resources, will be provided to the Executive Board as requested in paragraph 77 of General Assembly resolution 64/289.

E. Programme support

Resource requirements: regular budget, $153,000; extrabudgetary, $13,617,700

37.49 Substantive responsibility for this area lies within the Management and Administration Division.

37.50 The Management and Administration Division assists the Under-Secretary-General in the discharge of the Entity's responsibilities in the areas of personnel, finance and general administration. In addition, the Division provides administrative and operational support for the implementation of the programme activities of the Entity.

37.51 In particular, those activities will include:

(a) Administrative support services: provision of overall financial management, guidance and advice on the proper utilization of resources in compliance with the financial and staff rules and regulations; preparation of monthly, annual and biennial financial statements; preparation of bank reconciliations and approval of payments; recording of accounting transactions; process, review and approval of all payments, including salaries and staff benefits; and provision of information technology support for financial control and reporting;

(b) Human resources management: staff recruitment and selection processes; administration of staff entitlements; maintaining human resources databases, establishment of skill and competency inventory, and introduction of automated services to improve service delivery, to reduce transaction costs and to enhance client orientation; advice and guidance to staff members and management on proper application of the established performance management system; guidance to staff and management on performance appraisal system rebuttals, grievances, disciplinary and other administrative reviews; provision of training to upgrade staff skills to meet new demands, and enhance cross-occupational mobility in order to attain the vision of the Secretary-General to develop a versatile, multi-skilled, mobile and experienced workforce; and conducting programmes to support the organizational culture that ensures high standards of conduct, and working relationship;

(c) Information technology services: provision of the overall computing, telecommunications, office automation, support for the information and communications technology infrastructure, software and hardware support and services that will fully satisfy the evolving requirements;

(d) Central support services: coordination of the preparation of the procurement plan and manage implementation of the procurement process in a transparent and cost-effective manner; travel, logistics and transportation services, including the management of all travel activities as they relate to official travel of staff, dependants, participants and all others on official travel status; facilities management (including maintenance) through the provision of operation and maintenance services; inventory and stores services management; and administration and monitoring of commercial activities;

(e) Oversight and audit: provision of managerial and fiduciary oversight for programmes and operations, development and institutionalization of oversight instruments and mechanisms; conducting of internal independent audits relying on internal capacity or outsourcing to another United Nations organization, follow-up and monitoring of implementation of audit recommendations.

Table 37.17 **Summary of requirements by object of expenditure and source of funds**

(Thousands of United States dollars)

(1) Regular budget

Object of expenditure	*Initial estimate 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimate 2011*
1	*2*	*3*	*4*	*5*	*6=4+5*
Contractual services	—	—	113.5	—	113.5
General operating expenses	—	—	39.5	—	39.5
Subtotal	**—**	**—**	**153.0**	**—**	**153.0**

(2) Extrabudgetary

Object of expenditure	*Initial estimate 2010-2011*	*Distribution 2010*	*Distribution 2011*	*Change*	*Revised estimate 2011*
1	*2*	*3*	*4*	*5*	*6=4+5*
Posts	3 083.7	1 541.9	1 541.9	5 586.6	7 128.5
Other staff costs	112.4	56.2	56.2	25.7	81.9
Consultants and experts	458.4	229.2	229.2	(5.5)	223.7
Travel of staff	50.2	25.1	25.1	46.8	71.9
Contractual services	185.2	92.6	92.6	93.4	186.0
General operating expenses	512.7	256.4	256.4	982.9	1 239.3
Supplies and materials	14.6	7.3	7.3	16.0	23.3
Furniture and equipment	35.9	18.0	18.0	45.3	63.3
After-service insurance	—	—	—	372.1	372.1
Contributions	150.6	75.3	75.2	1 229.1	1 304.3
Programmes and other	20 195.6	10 097.8	10 097.8	(7 097.8)	3 000.0
Subtotal	**24 799.3**	**12 399.7**	**12 399.6**	**1 294.6**	**13 694.2**
Total (1) and (2)	**24 799.3**	**12 399.7**	**12 552.6**	**1 218.1**	**13 770.7**

Table 37.18 **Post requirements**

Category	*Established regular budget posts*		*Temporary extrabudgetary posts*		*Total*	
	Initial distribution 2011	*Revised estimate 2011*	*Initial distribution 2011*	*Revised estimate 2011*	*Initial distribution 2011*	*Revised estimate 2011*
Professional and above						
D-2	—	—	1	2	1	2
D-1	—	—	2	5	2	5
P-5	—	—	3	8	3	8
P-4	—	—	4	4	4	4
P-3	—	—	4	4	4	4
P-2/1	—	—	1	1	1	1
Subtotal	**—**	**—**	**15**	**24**	**15**	**24**
General Service						
Principal level	—	—	7	7	7	7
Other level	—	—	8	18	8	18
Subtotal	**—**	**—**	**15**	**24**	**15**	**24**
Total	**—**	**—**	**30**	**49**	**30**	**49**

Regular budget

Contractual services

37.52 The amount of $113,500, representing a transfer of the proportional share of the related 2011 provision for non-post contractual resources from programme support of section 9, Economic and social affairs, to programme support of the new section 37, UN Women, covers: (a) maintenance of office automation and other equipment, including support of the LAN technical infrastructure, IMIS, e-mail and other electronic services ($87,700); (b) the respective share of centrally provided data-processing services costs, including those of storage area networks, application servers, backup units and desktop connectivity ($25,800).

General operating expenses

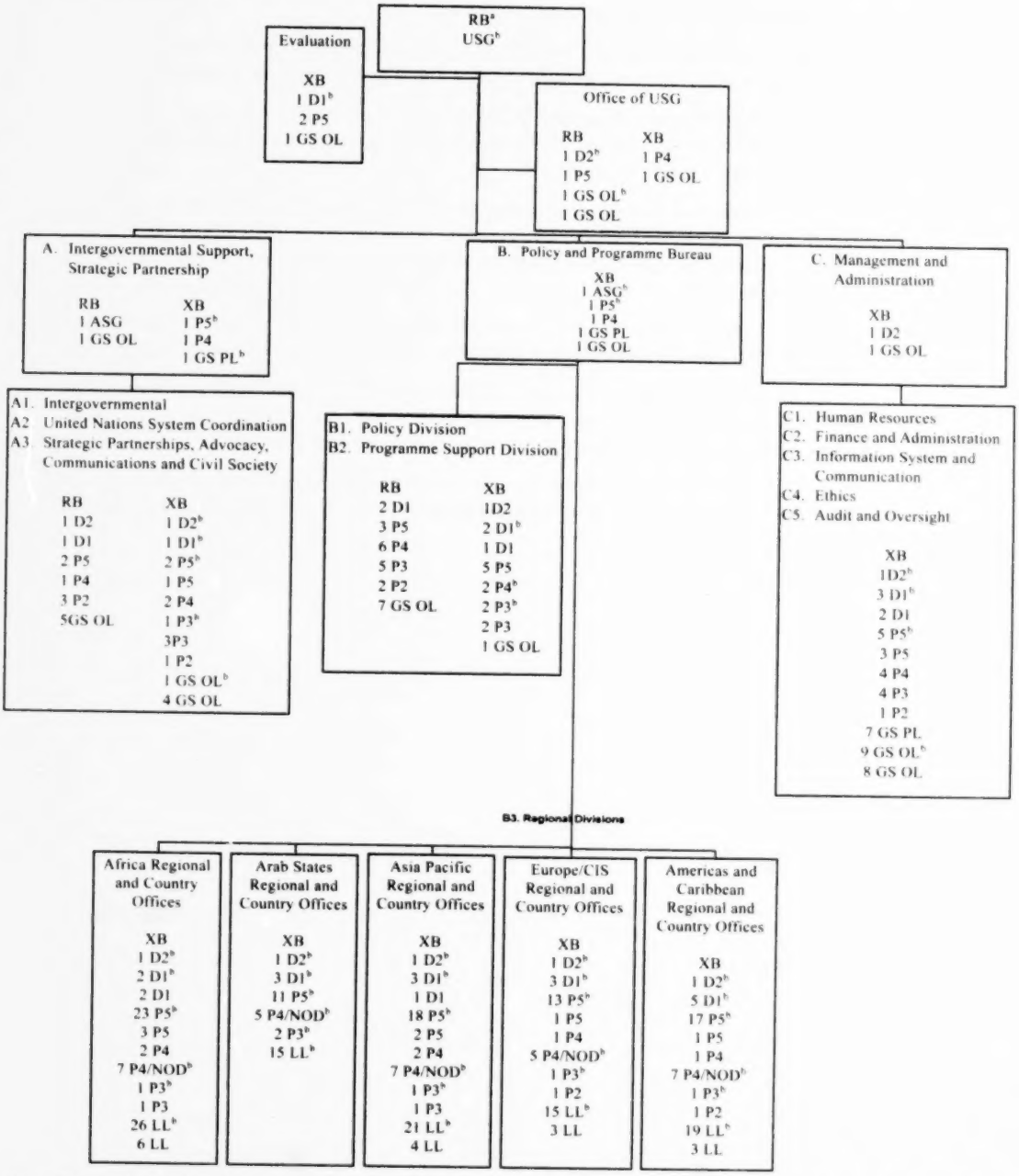
37.53 The amount of $39,500 relates to: (a) communications requirements of 42, covering "right to use" charges for each telephone/fax/modem extension, domestic and international long-distance charges and connection costs related to videoconferencing ($36,500); and (b) miscellaneous services required to cover the costs of meeting-servicing equipment and other technical services and events, postage, freight and other miscellaneous expenses ($3,000).

Extrabudgetary resources

37.54 The amount of $13,694,200 provides for 49 posts, which include 24 Professional and above and 25 General Service posts in support of the operational and administrative activities of UN Women ($7,128,500) and related non-post

requirements of $6,565,700. A detailed description of the activities and resource requirements under this area, financed from extrabudgetary resources, will be provided to the Executive Board as requested in paragraph 77 of General Assembly resolution 64/289.

F. Organization chart



Abbreviations: RB, regular budget; XB, extrabudgetary; GS PL, General Service (Principal level); GS OL, General Service (Other level); LL, Local level; NOD, National Officer.

[a] As approved under resolution 64/289.

[b] New proposed posts subject to Fifth Committee approval for all RB posts and to Executive Board approval for all XB posts.

III. Action required by the General Assembly

The General Assembly is requested to:

(a) **Approve, effective 1 January 2011, the proposal under section 37, UN Women, including the new programme of work and resources requirements;**

(b) **Approve the transfer of the amount of $6,615,700 from section 9, Economic and social affairs, of the programme budget for the biennium 2010-2011 to section 37, UN Women;**

(c) **Approve the appropriation in the amount of $6,983,500 (at current rates) under section 37 of the programme budget for the biennium 2010-2011, which includes the additional amount of $367,800 to finance the establishment of three new posts;**

(d) **Approve the establishment of three new posts (1 Under-Secretary-General, 1 D-2 and 1 General Service (Other level) under section 37, UN Women;**

(e) **Approve the amount of $62,300 under section 36, Staff assessment, to be offset by an equivalent amount under section 1, Income from staff assessment, of the programme budget for the biennium 2010-2011;**

(f) **Approve the proposed administrative arrangements (option 1) for the grant modality of budget implementation under the new budget section 37, UN Women.**